1. Programme Summary

This programme builds on the "Investment in Customer Transformation and Core ICT infrastructure" (Cabinet approval September 2012) and "Redevelopment of the Civic Centre and future accommodation requirements" (Cabinet approval September 2013) and will:

- Define and implement consistent service standards for customer interactions supported by the Council's in house service and for those services delivered for the Council by other parties
- Implement the Customer and Channel elements of the Blueprint through a process of service reviews with the result that the cost of managing customer contacts will be reduced and service levels delivered to customers are actively managed.

1.1 Strategic Case

There are three broad drivers for the proposed changes:

1. Brilliant Co-operative Council vision needs to be translated into practice
2. PCC faces a funding gap of £65m
3. Insufficient integration across key areas (engagement, intelligence, decision making, strategy and planning, and policy implementation)

1.2 Aim

This programme will transform the way the Council interacts with customers to meet their demands and preferences, and transform the services that are prioritised for review. The scope of the programme includes:

- An assessment of currently available customer insight data and collection of required volume data, segmentation and geographical analysis, and service needs – leading to the establishment of a customer insight capability supporting decision making in both in house and externalised services
- Design and delivery of customer access with transformed customer contact and channel shift
- Service reviews to define how to improve in-house and retained services through service quality and reduce cost
- Improved customer experience.

The focus of activity for services to be provided elsewhere is driven by new models coming into existence

1.3 Scope

The programme of work covering the standards, operations and performance management is scoped to cover all customers (internal and external), all channels and all services (conducted by, or on behalf of the Council). It will include change requirements on information and technology to support the measurement of service standards as well as the capture and analysis of customer data.

Service reviews are likely to take one of two forms; Type 1 will take the form of training and tools provided to a service area such that they are able to implement the redesign for themselves. Type 2 will take the form of a project team to work alongside a service to re-engineer processes, systems and organisation in order to implement the redesign and achieve a step change in performance. The choice between these two types of review will rest on the anticipated scale of change required and the benefits expected. The scope of work covered by Type 2 service reviews will include those processes, people/organisation, information, technology required to support the services and customers agreed to be in scope for the reviews.

1.4 Project List

The list of projects in this programme todate is:

- Service Reviews
- Customer Feedback
- Customer Operating Model

1.5 Projects delivering savings in 2014/15

- Service Reviews

2   Service Review Project Summary

2.1 Background

This document is a summary project brief for the Service Review Project within the Customer and Service Transformation (CST) Programme. It has been specifically written to respond to a request from Members for additional clarity around the costs and benefits to be delivered in FY 14/15 from Transformation; as a result it focuses on these aspects of the project.

2.2 Project Objectives

The service review project is the key project within the CST Programme to deliver on the programme vision. The service reviews will systematically analyse the customer demand and systems to fulfil that demand across a range of Council services. These reviews will be conducted by a team of business analysts (BAs) working very closely with the services to develop a business case for change and set of recommendations and requirements to realise the benefits proposed.

2.2.1 Project Scope

The scope of the work in this project is defined against the following scope dimensions:

- Customers: all customers interacting with Plymouth City Council are considered in scope, these may be internal as well as external customers. Customers need not be residents of Plymouth. Customers may be organisations as well as individuals. Customers are defined

as those parties requiring service, benefiting from the service or mandated to use the service.

- Channels: service reviews will focus on the following channels providing customer service:
    - Face to face
    - Telephone (including Interactive Voice Response [IVR] and Short Messaging Service [SMS])
    - Internet and mobile apps
    - Social media
    - Post.
- Services: the schedule of service reviews currently proposed covers the following services:
    - The shop in the Civic Centre (to support the move to 71 New George Street)
    - Revenues and Benefits
    - Adult Social Care / Health Services
    - Children's Social Care / Education Learning and Family Support
    - Homes and Communities
    - Planning and Street Services
    - Public Protection.
- Systems: the project will review and note the systems being used currently by services to deliver fulfilment to customer demand. Technical requirements will be developed by Business Architecture on a target architecture beyond the scope of this work.
- Processes: the project will review all processes involving interactions with customers and the business support processes required to deliver the customer interactions.
- Interactions: the project will focus on all types of interactions.

2.2.2 Exclusions from scope

- The potential and financial benefits associated with income generation have not been included in scope
- Cross cutting processes such as complaints and other forms of feedback are excluded from the scope of this project and will be addressed by the Customer Feedback project within CST.

2.3 Outline Project Deliverables and/or Desired Outcomes

The project will complete the following key deliverables (and other supporting deliverables unlisted here):

- Data capture report showing volumes and nature of customer enquiries and the costs and allocation of resources to fulfil this demand

- Engagement workshops with staff to discuss data capture findings and agree implications for future design of service delivery

- Design of future service including business requirements to deliver this design

- Engagement workshops with staff to discuss future service designs

- Change implementation plans – the scheduling of when, who and how changes will be made to deliver the recommendations from a customer review. These are likely to include work streams for the following:

  - ICT development for queuing systems, CRM systems and back office systems

  - Role profile changes

  - Organisation structure changes

  - Refit of the physical accommodation

  - Training and transition to future design.

- Benefit realisation plans – These will include both quantified financial benefits and an indication of where customer service improvements will be made

- Benefit realisation results – the actual performance of the service following the changes confirming or amending the benefit realisation plan.

2.4   Constraints

During FY 14/15 the project will operate within the following design constraints which have been set as targets as part of the Corporate Plan or are part of the Blueprint. These are:

- Delivery of the local government national average of calls taken and resolved through the contact centre

- Identifying all transactional services and consider the potential to move them to the transaction centre for delivery

- Shift to transact with the Council via internet and electronic channels in line with the national averages

- Improved customer satisfaction and perception of value for money.

In addition the in FY 14/15 project will start to establish corporate customer operations model to deliver:

- 80% of service delivered through single front office

- 80% resolution at first contact

- Single published number for most services

- "My Account" citizen portal on the web site

- Channel shift

- The customer review programme
- Savings from customer reviews.

Service reviews will follow a co-operative development process engaging with customers, staff, Members and stakeholders in the design process.

2.5 Interfaces

2.5.1 Dependencies

This work is dependent upon the following:
- Accommodation development (particularly the provision of the replacement for First Stop) for services to occupy after the reviews have completed – this dependency is being managed by the P&OD programme.
- ICT development to realise the business requirements resulting from service reviews. This dependency is being managed by the Business Architecture team.
- Expertise in Health and Social Care to support the reviews in Adult Social Care (ASC) and Children's Social Care (CSC) / Education Learning and Family Support (ELAFS). This dependency is being managed through joint working with the Integrated Health and Wellbeing Programme.

2.5.2 Interfaces with service areas

Each service review will work very closely with staff and management from that area. The service review process will provide regular updates to staff and management on the progress of the review and seek volunteers to participate in the development of the future design for the service area.

Service area management will be invited to attend Project Board meetings for the duration of the review of their service area.

Existing initiatives such as "Tell us Once", and the 101 non-emergency calls number, will all be worked with during the relevant service reviews. This will ensure that they are fully integrated with Council services.

2.6 Outline Business Case

2.6.1 Benefits

The benefits will result from recommendations to:

- Stop – doing things that are not valuable to customers
- Shift/share/migrate – customer requests to more cost effective ways of meeting them
- Simplify (processes) – so that they are easier for customers, staff and partners to understand and use
- Automate – allowing customers that want to have access to services 24 hours a day

- These benefit types have two intended impacts: the first and most important is the improvement of service standards and customer satisfaction. Recommendations have been made in the design

for the new shop to significantly reduce queuing times for customers and to improve the service provided. This would address the drivers of customer dissatisfaction that were identified by both staff and customers during the review. The second benefit type is financial savings.

• The savings will come from reduced demand for the service and reduced need for manual intervention in the fulfilling of services. To realise these savings will require re-organisations to take place focusing on achieving: management efficiencies (though combining functions); fewer staff (as automation and/or process change remove the need for manual processing); and re-grading (as roles are redefined and additional support provided).

• The financial savings for FY 14/15 to be delivered by the Service Review project are projected at £274k. These are to be delivered from the service reviews of First Stop and Revenues and Benefits. The timing of the benefits is scheduled for delivery from September 2014 therefore the full year effect would amount to £548k.

• Analysing the payroll costs for the services in First Stop and adding the remainder of the Revenues and Benefits service, results in an addressable budget from which these savings can be delivered of nearly £3.2m pa. The target saving percentage is therefore 17% (using the full year effect target).

2.6.2 COSTS

• Note - whilst this section includes the cost of the project work to deliver the benefits outlined above, the full programme costs are documented in the OBC and estimated at £590k for FY 14/15. The project costs are estimated as follows:

  o Project management costs: £113k

  o Business analysis costs: £194k

  o Total costs: £308k

• There will be ICT expenditure to deliver the replacement for First Stop, which is being funded from the existing approved ICT programme budget of £4.2m